



Youth Work Ireland
Cavan Monaghan



Strategic Plan 2025 - 2030





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Chairperson's Welcome

As we stand at this intersection of 40 years of service and a new plans inception it is an honour to be part of Youth Work Ireland Cavan Monaghan, especially at such an exciting time in our history.

These occasions give cause to reflect and remember all of the people that have been part of that journey, the huge changes that have occurred over that period and also to look at the achievements and developments that have led us to where we are now.

I think its important to mark all of the people who contributed to YWICM throughout those years from young people, to staff members, to board members and to anyone who had a hand in building this organisation I thank you on behalf of the young people who benefit from your inputs. The common threads of passion, commitment and selflessness connect them all and we stand on all of their shoulders, committed to continue to strengthen, grow and consolidate the organisation so that it can withstand the next 40 years and carry their legacy even further.

I am humbled, by the commitment, innovation and resourcefulness of our staff and exceptional achievements that have been delivered over the past year. I take this opportunity to publicly thank all of our staff members and acknowledge the importance of the connections our young people have with you in improving their outcomes and ensuring the sustainability of the organisation.





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I also want to extend my sincere gratitude to all of our stakeholders —our funders, community partners, tireless volunteers, and supportive parents. Your commitment, energy, and belief in the power of youth work have made this another year of growth, innovation, and positive impact.

Behind every successful organisation is a dedicated and under-rated leadership team working tirelessly behind the scenes to ensure quality and compliance and to make all of the big decisions are our board members. A group of people who volunteer their time and their expertise in order to provide improved outcomes and access to outcomes to all young people across the counties of Cavan and Monaghan.

Finally to the young people who use our services, we thank you most of all for being a source of pride and humility and our greatest driving force towards progress and development. One of our strategic objectives is the strengthening of our youth participation structures locally, nationally and globally and to raise the voices of young people and we look forward to that journey with you.

I am hopeful for our future, confident in strong leadership, passionate and driven staff, strong community connections and funder relationships and the capacity of our young people to continue to hold us to high standards.

Shirley Donegan
Chairperson of the Board





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Vision



All young people are empowered and supported to be happy, listened to, respected and valued members of their communities



Mission

As trusted partners of young people and their communities we will empower and support them to realise their potential and ensure their voices are heard by creating opportunities and safe spaces throughout our areas of work



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**Quality
Services**



**Voluntary
Participation**

V A L U E S

Inclusive

**Fun &
Enjoyment**

Sustainable

Innovation

**Young
Person
Centred**



**Young
Person
Centred**



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Director's Statement

This plan does not belong to one person or one group. It carries the heuristic momentum of 40 years of youth work that has been tested in practice, proven in communities, and driven every day by young people who showed us what happens when ambition meets opportunity.

It was shaped through honest consultation with community, stakeholders, staff and young people, and then refined and strengthened by a board who injected it with alacrity, vision and bold ambition. They didn't just approve the direction, they accelerated it, ensuring this plan would lead rather than follow, and stretch rather than rest.

A strong strategy is not measured by ownership of the pen, but by ownership of the mission. The work ahead is shared, and so too must be our determination to see it succeed. This plan sets a clear direction, but its real value will come from a workforce, youth community, and network of partners who feel enrolled in its success, and invested in proving its impact together.



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To our staff, you are the delivery force and credibility of this strategy. It will work because your practice builds connection that matters, learning that leads somewhere, and inclusion that is felt, not described.

To our young people and communities, your voices made this plan more truthful and more ambitious. Youth work has always moved fastest where trust already exists, and that remains our greatest strategic advantage.

We don't celebrate strategy for being written, only for being delivered, evidenced, and owned collectively. Our success will be judged by reach, progression, learning, and the real difference we can stand over — not by the volume of activity, but by the proof of its value.

This plan is our responsibility now, and its success will be ours to share. Clear-eyed, ambitious and together, we now move from intention into execution with the confidence of experience and the strength of collective belief behind us.

Caolán Faux
Director



40 Years = 4 Pillars

Introducing Our Strategic Pillars

The strategic pillars form the foundation of Youth Work Ireland Cavan Monaghan's plan for the next five years.

Each pillar represents a core area of focus that will guide our development, shape our programmes, and strengthen our impact. Together, they capture where we are going as an organisation — balancing innovation with inclusion, strong governance with integration, and a shared commitment to young people's growth and participation.

These pillars are not static aims but living directions, evolving as we learn, reflect, and respond to the realities of youth work in our communities.



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Innovative Practice

Innovative Practice is about keeping youth work creative, forward-thinking, and evidence-driven. It means learning from experience, testing new ideas, and adapting approaches to meet young people's changing needs.

Young people's lives are evolving quickly, and our work must evolve with them. By embracing digital tools, global opportunities, and reflective learning, we will stay responsive, relevant, and impactful over the next five years.

Building Programmes that develop capacity & skills in young people

Create engaging programmes that build confidence, skills, capacity and leadership in young people.

Evidence Based Practice

Embed reflection, data, and youth voice in all areas of work to guide learning and strengthen outcomes.





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Innovative Practice

Measuring Impact

Develop clear, meaningful ways to capture outcomes and stories of change that transparently show our impact in a way that supports development of service and demonstrates benefit and value.

Digital Youth Work

Enhance our digital capacity to share youth information and support safe, creative online engagement and reach.

Develop Global Youth Work

Establish strategic partnerships and working relationships with organisations internationally which will allow us to deliver stronger outcomes in our existing work and develop new programmes of work through meaningful youth participation opportunities and staff development opportunities.





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Inclusion, Advocacy & Participation

This pillar is about equality, belonging, and voice — ensuring every young person feels seen, supported, and able to influence their own experience. It brings together advocacy, wellbeing, and participation as central to inclusive work.

Staff and young people want stronger participation and clearer pathways for representation. Through expanded wellbeing supports, issue-based groups & youth participation structures inclusion becomes a lived reality across YWICM.

Mental Wellbeing

Expand mental wellbeing supports that promote resilience and access to appropriate services including therapeutic services and workshops.

Issue based Groups

Strengthen inclusive groups where young people explore identity, build connection, and promote understanding with groups working on specific themes such as LGBT+(CAMRY), Neurodiversity, & Anxiety



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Inclusion, Advocacy & Participation

Youth Information

Position the Youth Information project as the region's trusted, visible source of youth-centred information.

Promote wider youth participation frameworks

Support young people to engage confidently with policymakers and represent their peers at local, national, and European levels.

Develop Voluntary Clubs

Create a strong cohort of community-based youth clubs who feel supported through training, communication and development.





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Leadership in Governance & Strategy

This is about direction, integrity, and shared accountability. It focuses on how we govern, manage resources, and develop our people to uphold high standards across every part of the organisation.

As YWICM grows, so does our responsibility to maintain trust, compliance, and quality. We will build on strong foundations, strengthen communication, and invest in leadership that supports confident, transparent governance.

Compliance

Maintain full compliance and accountability through effective governance systems and timely reporting ensuring all reports are received in advance of filing deadlines. Ensuring compliance with the CRA Governance Code.

Volunteer & Staff Development Retention & Appreciation

Invest in training, recognition, and team development that build skills, connection, and shared purpose.



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Leadership in Governance & Strategy

Maintain and implement robust policy frameworks

Ensure strong leadership and effective governance through rigorous policies, sound financial management, and best practice.

Maintain high levels of openness and transparency

Promote open communication and transparent decision-making across staff, volunteers, and stakeholders.

Utilise new projects to enhance service provision of all

Use European partnerships to enhance services, meaningfully deliver on service requirements, respond to emerging needs, and strengthen participation across the organisation.

Sharing Practice

Share learning, best practice and innovation through collaboration across Ireland through the National Federation, Europe, and global networks.





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Integrated Youth Services Model

The Integrated Youth Services Model connects all our strands of work into one coordinated approach. It links youth work with family support, therapeutic services, and wider community development to meet the full range of young people's needs.

Young people's experiences are increasingly complex and interconnected. By building partnerships, diversifying funding, and expanding holistic supports, we will create a stronger, more sustainable model of youth service delivery.

Wider ranging remit

Develop a broader, connected remit that integrates youth work with family, early years, and global engagement as well as a renewed focus on political campaigning, lobbying and advocacy.

Diversification of Funding

Broaden and balance funding sources to secure sustainability and support innovation across all programmes.





Integrated Youth Services Model

Increase Family Supports

Adopt a whole-family approach that supports young people's wellbeing through active family engagement.

Building collaborative partnerships

Build partnerships that extend reach, share expertise, and strengthen collective outcomes for young people and deliver on strategic outcomes.

Therapeutic Services

Integrate accessible therapeutic supports as a key element of a holistic youth service model.

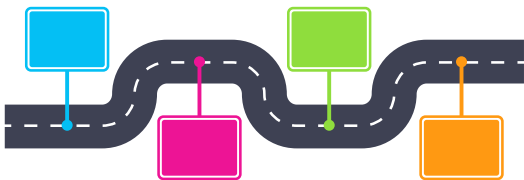
Youth Work for All Campaign

Align with the national Youth Work Ireland campaign to promote inclusive, accessible youth work for every young person.





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Road Map (2025-2030)

Phase 1: Foundation & Consultation

Nov 2021 – Management Team commence review of outgoing Strategic Plan
Sept 2022 – Board initial consultation on new Strategic Plan
May 2024 – Staff Consultation Phase commences alongside Community and Stakeholder Consultation
Mar – Aug 2025 – Staff Final Consultation Phase and Young People's Consultation Phase completed
Sept – Nov 2025 – Drafting, final Board review, and approval of the Strategic Plan

Phase 2: Launch & Implementation

Dec 2025 – Official launch of the new Strategic Plan
Jan 2026 – Annual workplan actions identified for implementation

Phase 3: Annual Review Cycle

Dec 2026 – Review of 2026 work completed and 2027 workplan identified
Dec 2027 – Review of 2027 work completed and 2028 workplan identified
Dec 2028 – Review of 2028 work completed and 2029 workplan identified

Phase 4: Renewal & Transition

June 2030 – Commence final review and identify priorities for 2030–2035 Strategic Plan
Sept 2030 – Board approval of the 2030–2035 Strategic Plan
Dec 2030 – Launch of the 2030–2035 Strategic Plan and formal sunseting of the 2025–2030 Plan



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Your Strategic Plan

A summary of the consultations which informed this plan
(Staff)

Staff across the organisation reflected a strong sense of pride and purpose in their work. Many spoke about the tangible benefits of engaging in European projects — not only for the young people involved, but for their own professional learning and connection to broader youth-work practice. This was seen as broadening horizons and embedding quality standards across programmes.

A key theme was appreciation for the organisation's focus on strategic direction rather than reactive funding. Staff described feeling that the organisation is now “chasing purpose, not just funding,” and that this clarity has strengthened teamwork and morale.

Training and professional development were highlighted as vital strengths, with staff valuing opportunities to grow, share expertise, and learn from each other. Overall, the tone of staff feedback was confident, reflective, and optimistic — seeing the organisation as forward-thinking, well-aligned, and committed to sustainable growth.



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Your Strategic Plan

A summary of the consultations which informed this plan
(Young People)

Young people consistently described their experiences as excellent — praising the programmes, the sense of welcome, and especially the dedication and energy of staff. Many spoke about how staff make the spaces feel safe, supportive, and fun, with a real focus on inclusion and belonging.

They see the organisation as offering high-quality programmes and good spaces, where they can meet friends, try new things, and develop skills that matter to them. The overall message was simple but powerful: keep going and make it bigger.

Young people expressed strong confidence in the direction of the work and enthusiasm for seeing more opportunities, more spaces, and even more ways to get involved. Their feedback captures an authentic endorsement — they value what exists and want to see it grow.



Your Strategic Plan

A summary of the consultations which informed this plan
(Community, Stakeholders)

Consultation with parents, volunteers, local partners, and community organisations across Cavan and Monaghan provided valuable insight into local priorities for young people.

Communities spoke about the need for safe, inclusive spaces and accessible mental health supports, along with clear information and opportunities for participation.

They recognised YWICM's strong presence in local life and its role in connecting young people, families, and services.

The feedback highlighted a shared desire for collaboration, innovation, and sustainability — affirming that YWICM's strategic direction reflects what communities value most.



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